


23 March 1964

Note to:




1. I refer to General Carter's memo to the Director of Personnel, dated 13 March 1964, Subject: Supervisory Performance and Matters of Employee Performance and Behavior.

2. It strikes me that a large area of problem-generation is omitted in this timely and pertinent memo. I refer to the employee's wife as a factor that can and does lead to undermining efficiency and moral fiber. As a DDP-nik with overseas background, I tend to see the wife factor perhaps in sharper focus. An interview of a returnee from the Middle East, for example, casts serious doubt on the ability of a Chief of Station to properly perform his role in view of his wife's attitude towards overseas and locals. (Yet I understand, informally, that this officer will extend.) On the home front, the  cases both illustrate the role of the wife in undermining, in the former, the moral fiber, in the second, the mental.

3. I recognize that I am treading here on delicate ground, with overtones of the Gestapo approach if the thought is overdrawn. I do feel that the acceptable level of supervision highlighted by last fall's personnel security survey would encompass knowledge of an employee's problems, to include family factors.

4. Reference memo addresses itself entirely to the employee and his personal conduct or job performance. It does not require supervisors to probe into personal factors which in many cases could both serve to explain (and on occasion correct) deficiencies, nor does it flag deficiencies that could potentially end in criminal and other acts.



I agree that the wife factor can become a problem but I do not regard it as omitted from the procedures approved by General Carter.  strikes me as all-inconclusive. It doesn't even suggest the whole range of items to be reported nor does it make any exclusions. I believe the wife factor can and should be reported in accordance with the DDCI memorandum.

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DD/S 64-1487

13 MAR 1964

**MEMORANDUM FOR: Director of Personnel**

**THROUGH : Deputy Director for Support** *SKC* 13 MAR 1964

**SUBJECT : Supervisory Performance in Matters of Employee Performance and Behavior**

**REFERENCES : (a)**  **Involuntary Separations**  
**(b)**  **Integration of Employee Information**

1. It recurringly comes to my attention that from time to time the personal conduct or job performance of an employee is so deficient that it is at least highly questionable whether he is suitable for continued employment in CIA. In few instances is the deficiency or transgression a spontaneous or isolated affair; rather, investigation usually discloses a lengthy process of deterioration in performance and/or moral fiber. Far too frequently there is evidence that supervisors at all levels have not taken reasonable corrective action to guide, criticize, and discipline. In some instances most serious defects have been quietly tolerated or even concealed for misguided reasons of compassion or friendship with inadequate regard for the vital interests of the Agency and the Government.

2. Agency regulations and procedures for the official investigation and handling of these matters if complied with should assure discreet, equitable, and effective solution to any questions of employee suitability that may arise.

3. As part of our over-all Agency program to ensure high standards of suitability and to improve supervisory performance, you are directed to conduct a thorough investigation of any case which comes to your attention which raises questions of suitability for continued employment and to make appropriate recommendations to me. Where investigation reveals a failure to comply with  "Integration of Employee Information," or other

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

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failures to assume and discharge supervisory responsibilities properly. your report will include specific comments and recommendations in this regard.

*Signed*

**Marshall S. Carter**  
**Lieutenant General, USA**  
**Acting Director**

**CONCUR:**

*Signed* 12 MAR 1964

**Inspector General**  
12 MAR 1964

DD/S:LKW:jrf

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ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b> This memorandum of General Carter's is designed among other things to strengthen the hands of the Director of Personnel in handling "problem employee" cases, such as those that may come to IG attention from time to time in the course of returnee interviews, routine office surveys, walk-ins, etc. Please keep this memorandum in mind since I wish to report to the appropriate deputy actual or potential "problem employees" that come to our attention.					
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FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Inspector General				3/20/64	
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<b>TRANSMIT SLIP</b>		DATE 13 March 1964
TO: Inspector General		
ROOM NO. 7 D 49	BUILDING HQ	
REMARKS:  Jack:  I think it would be helpful to Emmett Echols in carrying out the duties assigned to him by this memorandum if you would give its content fairly wide dissemination within your office.		
FROM: Deputy Director for Support		
ROOM NO. 7 D 26	BUILDING HQ	

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8 WHICH MAY BE USED.

GPO : 1957-O-439445 (47)

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